AON

Better Decisions for a Better World

Impact Report

2025



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Introduction

A Message From Our CEO

On behalf of colleagues across our firm, we are proud to share Aon's Impact Report for 2025, which highlights our collective efforts to shape decisions for the better and protect and enrich the lives for our colleagues and global stakeholders.

In 2025, the volatility, uncertainty and pace of change for organizations around the world further accelerated and grew in complexity. From the historic wildfires in California to the challenges and opportunities presented by AI to the re-emergence of trade wars and tariffs and the impact of GLP-1s on health care costs and outcomes, four megatrends — Trade, Technology, Weather and Workforce — continued to drive unprecedented client need across risk and people issues.

The interconnectivity and compounding nature of these trends reinforced the ongoing relevance and value of our 3x3 Plan to go further, faster with our Aon United strategy to serve clients, colleagues and communities as one global firm. This Aon United focus is integral to everything we do, including our commitments to all our stakeholders related to sustainability, engagement and wellbeing and effective governance.

At Aon, we are passionate about managing sustainability. Key among our corporate sustainability priorities is our focus on achieving net-zero greenhouse gas emissions by 2030 for our Scope 1 and market-based Scope 2 emissions, which are attributable to our own operations, alongside our efforts with our colleagues, clients, suppliers and other stakeholders to further reduce our shared impact on the environment. We are pleased to share our efforts toward this goal to date within this report.

Beyond our internal efforts over the course of 2025, this focus has motivated our firm to innovate and dedicate resources to important causes and organizations. For example, in response to the catastrophic wildfires in Southern California at the start of 2025, our award-winning suite of disaster response capabilities provided unparalleled insights into the impact of the fires and connected meaningful resources to aid in economic relief. Also in 2025, Hurricane Melissa triggered an immediate $150 million payout from a catastrophe bond delivered by Aon for the government of Jamaica to finance emergency response, restore infrastructure and protect social programs — an economic lifeline for a community in need.

We also accelerated our ability to create unmatched value for clients and communities by attracting, retaining and developing exceptional talent. That is why we continued to invest in and support our colleagues and our communities in 2025 through development, engagement and volunteer programs that you can read about in this report across our global footprint. Notably, as part of Aon's broader commitment to Ukraine's recovery and long-term resilience, we launched the Ukraine Early Careers Program, a dedicated initiative to help displaced Ukrainian professionals who are unable to return home build their skills, expand their networks and lay the foundation for future success.

We are excited to share the progress highlighted in this report as we continue to take meaningful steps to deliver impact for our clients, colleagues and communities.



Sincerely,
Greg Case
President and CEO, Aon



A Message From Our Head of Strategic Finance and Corporate Sustainability

Thank you for your interest in Aon's 2025 Impact Report. I am proud to share the progress and momentum of our Corporate Sustainability program over the past year.

In this report you will read about our commitment to translating strategy into real-world impact — from expanding climate insurance access for coffee-growing communities in Colombia to supporting colleague-led ecological restoration efforts in Mexico City's historic floating island ecosystems.

Our efforts demonstrate how we are building a more sustainable, resilient future for our clients, colleagues and communities while continuing to raise the bar for responsible business practices around the world.

Environmental Responsibility, Resilience and Impact

This year, we made significant strides in advancing our climate strategy. Aon's CDP Climate report score improved to a B, demonstrating our strengthened approach to environmental transparency and action for both our firm and our clients. We made progress toward our net zero by 2030 target, reducing Scope 1 and market-based Scope 2 greenhouse gas emissions by 7.5% from 2024. And, for the first time, for 2025, our Scope 1 and Scope 2 location-based and market-based greenhouse gas emissions received limited assurance from our independent financial auditor, reinforcing the credibility of our reporting and our commitment to accountability.

During New York Climate Week, Aon convened leaders across industries for our fourth annual Risk and Resilience Summit to explore the role of the insurance industry in advancing resilience solutions. And at COP30, Aon served as a founding member of the $3 billion "Mobilizing Business for Resilience" initiative, supporting coordinated private-sector action to improve climate resilience, aligned with science and global policy frameworks. These efforts reflect progress in reducing our environmental footprint while supporting the transition to a more resilient, lower-carbon economy.

Strengthening Colleague and Community Engagement

Foundationally, our people remain at the heart of our success. In 2025, our colleague engagement score reached 86 percent, highlighting the passion and dedication of our global team. We published Aon's global Health & Safety Statement, reaffirming our focus on colleague wellbeing and we advanced our commitment to making a positive impact in the communities where we live and work around the world. As a reflection of this commitment, once again in 2025 we granted our global colleagues two days off as "wellbeing days," and launched a subsidized GLP-1 weight management benefit program for our U.S. workforce.

We will continue to foster a culture where every colleague can thrive and we are proud of the difference our teams make in the communities where we live and work.

Governance and Risk Management

At Aon, effective governance is foundational to our Corporate Sustainability strategy. This year, in addition to continued effective Board oversight of Corporate Sustainability, we enhanced our Corporate Sustainability governance structure, introducing a new charter for our dedicated management-led Steering Committee and establishing sub-committees of senior leaders across our corporate functions, Risk Capital and Human Capital. These enhancements to our governance structure ensure robust oversight and alignment with our strategic priorities.

We have also added greater transparency to our Impact Report regarding our artificial intelligence governance, cyber and data protection, ethics and compliance standards and anti-bribery and corruption program — underscoring our commitment to proactive risk management and oversight.

Redefining Resilience

At Aon, resilience is more than just adapting to change — it is leading our industry in the face of uncertainty. In 2025, we expanded our efforts to improve access to insurance and capital for countries, communities and people around the world. We use advanced data, analytics and financial expertise to make resilience more accessible, faster and more equitable. And, by connecting humanitarian organizations, insurers and capital providers — using tools like parametric insurance and catastrophe bonds — we help communities better manage and recover from risk. You will read about this and more in our 2025 Impact Report.

As we look to the future, we remain steadfast in our commitment to advancing our Corporate Sustainability strategy and delivering lasting value for all our stakeholders.



Sincerely,
Elsa Ballard
Head of Strategic Finance and Corporate Sustainability



Our Strategy: Corporate Sustainability at Aon — Better Decisions for a Better World

Environmental Responsibility, Resilience and Impact

Managing sustainability and committed to achieving net-zero emissions for our own operations (Scope 1 and market-based Scope 2) through:

- Providing colleagues with high-quality, agile workspaces that support collaboration, flexibility and client service.
- Encouraging renewable energy purchasing and improving building level energy performance across our offices.
- Partnering with value-aligned suppliers to improve purchased product life cycles and responsible end-of-use equipment practices.

Strengthening Colleague and Community Engagement

Our Aon United strategy defines how we create value for clients, our firm and the communities we serve, reflected in:

- Creating a colleague experience that inspires growth and performance.
- Fostering a workplace environment where colleagues feel supported, safe and equipped to perform at their highest potentials.
- Prioritizing wellbeing, belonging and connection.
- Empowering colleagues to lead local change through volunteering, giving and early-career and apprenticeship programs.

Governance and Risk Management

Aligning firm-wide governance and risk mitigation with corporate strategy and culture through:

- Continued strong, effective Board and Management oversight of Corporate Sustainability strategy, practices, risks and opportunities.
- Embedding review of key corporate sustainability risks in our enterprise risk management framework.
- Strengthening cyber resilience, compliance and data privacy programs.

Redefining Resilience

We believe that there is no risk that cannot be managed and are committed to making sure that resilience is accessible. We help governments and organizations maintain core services and advance humanitarian missions, in the face of climate, geopolitical and economic volatility by:

- Blending public and private capital to serve as a bridge between humanitarian organizations, capital providers and insurers.
- Using innovative products such as parametric insurance to help vulnerable populations assess their risks and access new forms of capital.

Redefining Resilience



Redefining Resilience

How we improve access to insurance and capital for countries, communities and individuals.

Aon works to help communities, organizations and countries manage their emerging risks. Despite this, a global protection gap still leaves many uninsured, harming communities and hampering growth. Believing there is no risk that cannot be managed, Aon uses advanced data, analytics and financial insights to shift from reactive to proactive resilience.

We also connect humanitarian groups, capital providers and insurers to drive cross sector collaboration and systemic change. By using innovations like parametric insurance and catastrophe bonds — once limited to private markets — we can now help vulnerable populations assess risk and access capital, creating new market opportunities and improving the resilience of communities around the world.

> In 2025, Aon's innovative approach to resilience and capital helped a number of important programs



01 Helping Jamaica to Recover from Hurricane Melissa

Working with the Jamaican government and The World Bank, Aon built a $150 million catastrophe bond to help the island recover quickly should disaster strike.

When Hurricane Melissa struck in October 2025, causing $8.8 billion in damage, the bond provided a near immediate payout of $150 million, enabling Jamaica to fund emergency response, restore infrastructure and protect social programs.

02 Protecting the Global Coffee Supply Chain from Climate Risk

Working with a global coffee chain, the Colombian government and a local coffee trader, Aon constructed an insurance program for a group of Colombian farmers.

The parametric insurance program supports supply chain stability and improves community resilience by providing the coffee chain with greater visibility of their supply chain and encouraging the farmers to remain in business during adverse weather events.

03 Protecting Communities at the Frontline of Climate Risk

Aon and the Start Network are working together to deliver early, lifesaving support to communities facing floods, droughts and cyclones. Their partnership strengthens Start Ready, an anticipatory action fund that helps local organisations act before climate disasters escalate. By adding risk insights and an insurance layer, Aon helps stretch funds further and bolster resilience for vulnerable communities worldwide while saving support to communities facing floods, droughts and cyclones.

04 Supporting Economic Recovery in Ukraine

Aon is helping drive Ukraine's economic recovery after the 2022 invasion by developing major insurance and reinsurance programs that enable investment despite war-related risks. Since 2024, Aon has partnered with the U.S. International Development Finance Corporation and the European Bank for Reconstruction and Development to launch $465 million in facilities supporting healthcare, agriculture and wider business activity, strengthening Ukraine's capacity to rebuild.



05 Accelerating IFRC Aid to Communities in Need

Aon helped the International Federation of Red Cross and Red Crescent Societies (IFRC) secure an innovative insurance policy to protect its Disaster Response Emergency Fund. When 2024 disaster needs exceeded funding, the policy triggered a 15.5 million Swiss franc ($17 million) payout, enabling rapid humanitarian aid for an extra one million people. Aon coordinated swift claims processing, delivering funds to support relief efforts across a series of affected countries.

06 Turning Risk Exposure into Resilience Advantage

Aon helped New Zealand transform its approach to protecting key infrastructure after the 2011 earthquake.

By combining our financial insights with catastrophe modelling, Aon identified vulnerabilities, guided resilience improvements and enabled previously uninsured assets to become insurable.

Working with local government and partners like Tonkin + Taylor, this model now supports councils worldwide in understanding future hazards, optimising risk transfer and strengthening resilience.

Environmental Responsibility, Resilience and Impact



Aon's Environmental Sustainability

Aon is committed to supporting the transition to a net-zero economy and strengthening climate resilience by reducing the environmental impact of our own operations and empowering our colleagues and partners to act.

Our approach to environmental sustainability focuses on:

- Reducing our operational environmental footprint.
- Advancing progress toward net-zero Scope 1 and market-based Scope 2 greenhouse gas (GHG) emissions from our own operations by 2030.
- Embedding sustainability into how we work.
- Engaging colleagues and partners.

Our Impact

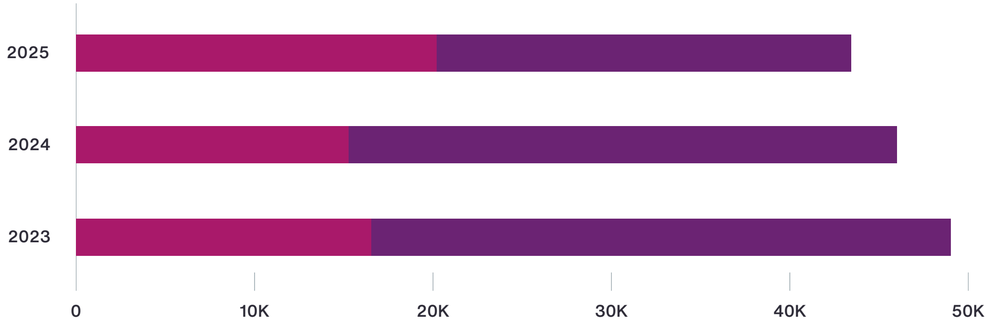
In 2025, Aon drove meaningful progress toward minimizing our impact on the environment and achieving a more sustainable future.

We publish our progress on climate topics through an annual report to the Carbon Disclosure Project Climate Change Report. In 2025, Aon received a B in the report — highlighting Aon's progress toward coordinating action on environmental issues.

Aon also obtained limited assurance of our global Scope 1 and Scope 2 location-based and market-based GHG emissions from our independent financial auditor for 2025, reflecting our commitment to robust, high-quality data as a foundation for transparency and informed decision-making.

Greenhouse Gas Emissions*

Metric Tons of Carbon Dioxide Equivalent ($MTCO_2e$)



	2023	*YoY Reduction*	2024	*YoY Reduction*	2025
Scope 1	16,790		15,234		20,189
Scope 2 Market-Based	32,188		31,786		23,285
Scope 2 Location-Based	38,097		33,579		24,488
Scope 1 and 2 Market-Based Total	**48,979**	***4.0%***	**47,020**	***7.5%***	**43,474**

* Aon plans to disclose Scope 3 emissions in mid-2026 with the issuance of its annual CDP disclosure. The 2026 CDP report, when published, will be available on both Aon.com and on the CDP's website.

3

Supporting Energy Resilience and a Transition to a Low-Carbon Economy

Aon's environmental strategy is grounded in our commitment to support clients facing growing climate-related risk and uncertainty. Led by our values and capabilities across risk and capital, our client solutions are focused on:

Helping clients understand, quantify and manage physical climate risk to improve resilience.

Reducing the cost and volatility of transition as organizations move toward lower- carbon business models.

Unlocking growth opportunities through innovative solutions, partnerships and access to capital.

Our Impact

In leveraging our capabilities, clients make better decisions on climate risks and opportunities, unlocking access to capital, enabling growth and creating sustainable and resilient organizations.

This work includes:

- Analyzing current and future climate risk for organizations across their people, assets, operations and supply chains.
- Developing strategies to improve resilience.
- Helping organizations improve their access to risk capital by linking climate analytics to risk transfer decisions.
- Enabling investments into climate-related markets through product development, especially in nature and carbon spaces.
- Helping organizations report and disclose the impacts of these risks to regulators and stakeholders, aligned to regulatory requirements and investor expectations.

Aon Climate Risk Advisory is a leading provider of data, analytics and insights for clients around the world as they become increasingly impacted by our changing climate and uncertainty.



Strengthening Colleague and Community Engagement



4

Our Commitment to Our Colleagues

Aon is powered by our colleagues. Our ability to create value for Aon clients, our firm and the communities within which we work depends on attracting exceptional talent and building a colleague experience that inspires growth, performance and ambition.



Engagement

We act on insights from our colleague surveys.

In 2025, 45,000 Aon colleagues took part in the 2025 Colleague Support Survey — an 88% response rate. Colleague engagement remained high with an 86% engagement rate (vs. 84% in 2024).

Furthermore, 88% of colleagues said they were able to get the connection and support they need from those they work with (up 1 percentage point on 2024). This was also reflected in the favorability of manager support, which increased 1 percentage point to 87% in 2025.



Talent and Talent Development

In 2025, we strengthened our investment in colleague growth and long-term employability. Aon colleagues completed more than 230,000 hours of learning — an increase of 87,000 hours over 2024.

Advancing Digital Fluency

- In 2025, Aon launched a mandatory AI Literacy course for colleagues.
- We delivered more than 31,700 hours of Business Leadership learning to accelerate AI mindset adoption.
- Aon colleagues completed more than 16,000 hours in leadership development programs, strengthening a global pipeline of leaders at all levels.



Wellbeing

Colleague wellbeing remains a strategic priority.

- Our partnership with Thrive gives colleagues the tools they need to embed wellbeing into their daily work.
- Aon's U.S. GLP-1 program provides eligible colleagues and their adult dependents with access to GLP-1 medications, clinical oversight and lifestyle support.
- We granted our colleagues two extra days off as in 2025 "wellbeing days."



Advancing Career and Social Mobility

Aon's U.S. early talent strategy is built on three interconnected pillars:

- **Aon Apprenticeship Program**
  Opening new doors to high-growth careers through a structured earn-and-learn approach. 900 apprentices have been hired to date.
- **National Apprentice Network**
  Bringing employers together to reimagine how talent is developed across industries.
- **Career Acceleration Network**
  Modernizing learning in response to emerging skill demands.

4

Our Community Impact

Aon is committed to making a positive impact in the communities where we live and work around the world. We believe in the power of volunteerism and philanthropic investment to make our regions stronger, more prosperous and better connected.

Our charitable work is driven by our firmwide strategy and our colleagues' local connections and commitment to amplifying our impact. In 2025, our charitable contributions totaled more than $17 million across the following categories:

1. Disaster preparedness and response
2. Health and human services
3. Education and workforce development
4. Environmental sustainability and resilience
5. Local community initiatives and colleague-led projects

Launch Challenge — Early Career Colleagues Driving Local Impact

Introduced in 2025, Aon's Launch Challenge invites early-career colleagues to become changemakers. By designing and leading volunteer projects, participants bring creativity and purpose together — making a lasting difference in the communities where we live and work.

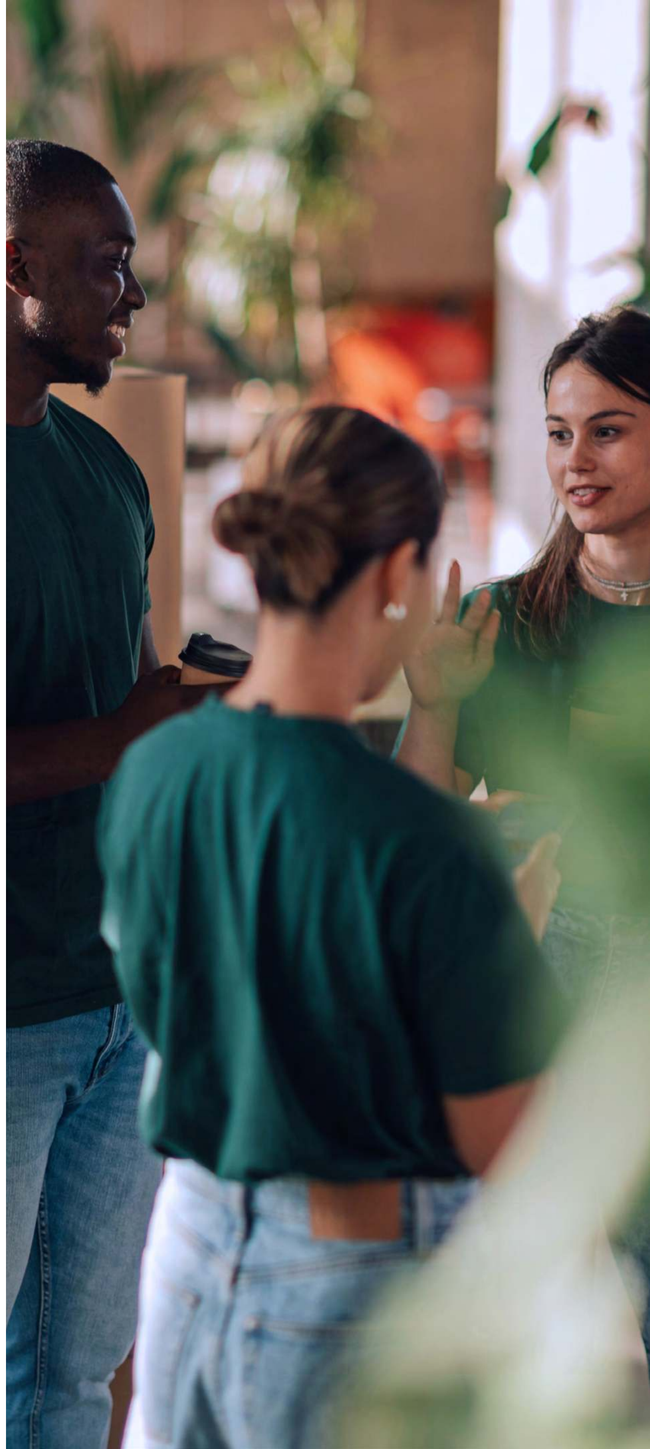
Winning projects reflected the creativity and passion of our Launch colleagues. Examples include:

Chinampas cleanup in Mexico City

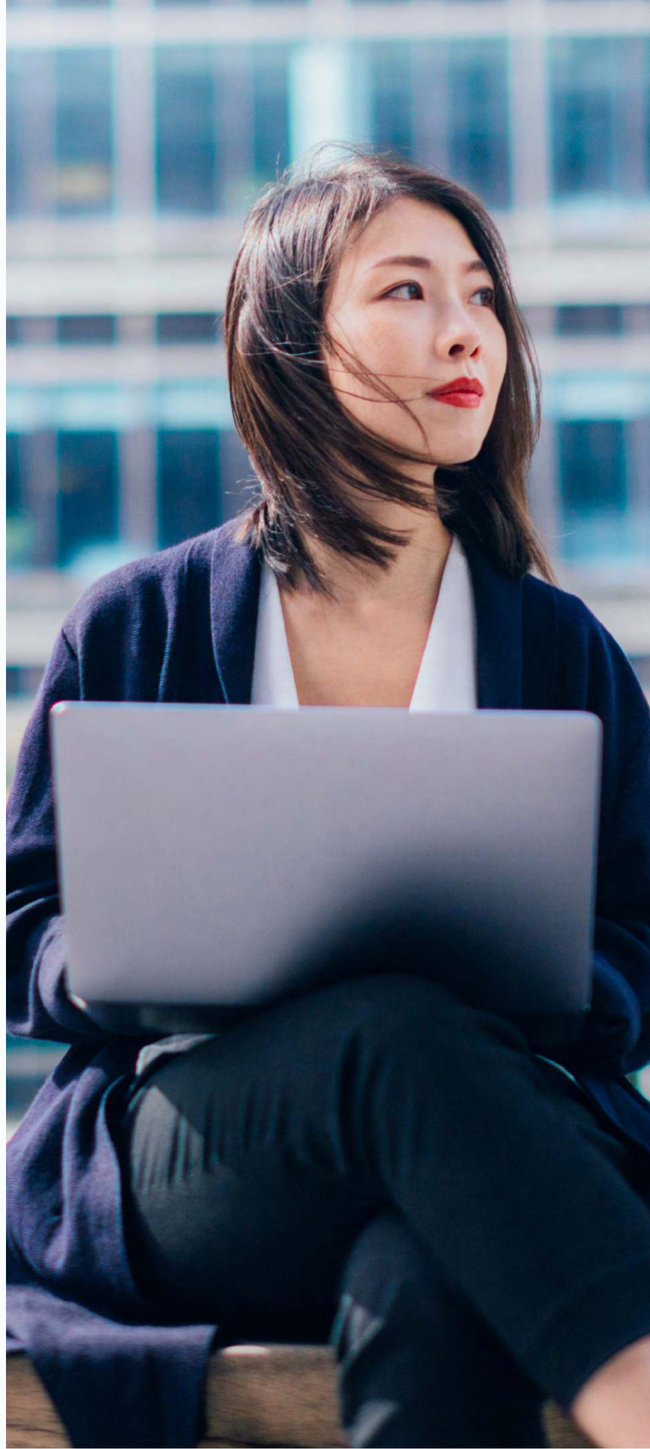
Multi-country charity run across the Nordics and Dubai

Driving marrow donor registration through National Marrow Donor Program

Across every Launch Challenge project, colleagues strengthened their local relationships, sharpened leadership skills and proved how early-career talent can significantly advance Aon's philanthropic and CS priorities.



Governance and Risk Management



5

Governance

Client Impact

Aon's approach to governance and risk management focuses on:

- **Continued strong Board oversight of corporate sustainability and an enhanced, management-led corporate sustainability (CS) governance structure** that together support effective decision making and long-term value creation.
- **Embedding CS risks into our enterprise risk management (ERM) strategy**, supported by strong oversight and governance, reflecting a holistic view of risk across Trade, Technology, Weather and Workforce.
- **Delivering trusted, innovative solutions to clients** that help them navigate complexity, volatility and sustainability-related risks and opportunities.
- **Enhancing consistency and reducing risk through standardized operations**, supported by our global Aon Business Services platform.
- **Driving accountability and transparency,** through goals backed by metrics, Board and C-suite oversight of CS risks, opportunities, strategies, objectives and performance and enhanced CS and climate-related disclosures informed by stakeholder feedback.

Our Strategy

Our interdisciplinary solutions for clients apply industry-specific insights to deliver tailored approaches grounded in an understanding of each client's business:

- **Reputation Advisory Services:** Helping organizations identify, understand and address the risks that can harm their reputation/brand.
- **Executive and Board Advisory Services:** Helping boards evaluate trade-offs and options against their chosen strategy, risk appetite and obligations.



5

Cyber and Data Security

Client Impact

Aon's cyber and data security strategy is grounded in our commitment to protect client information, support secure and resilient operations and maintain trust in an increasingly complex digital risk environment. Guided by strong governance and a firmwide risk culture, our approach is focused on:

- **Embedding cyber security and data protection, including oversight, as enterprise level risk management priorities.**
- **Strengthening cyber resilience through disciplined governance, proactive risk identification and incident response.**
- **Safeguarding data through a mature global privacy and data protection framework.**
- **Enabling responsible innovation, including the use of AI, through strong data and technology governance.**

Our Strategy

Our products and services reflect our clients' evolving needs:

- **Assess** by evaluating clients' cyber risk posture compared to security controls and their peers.
- **Analyze** by providing quantitative insights needed to enable data-driven decisions.
- **Mitigate** by helping clients prioritize and implement tools and resources to improve their risk profiles.
- **Transfer** risk by quantifying probable cyber losses so businesses can make better decisions to transfer the risk via cyber insurance.
- **Recover** from cyber events by providing strategic support for claim recovery, insurer coordination and enable access to preferred providers to help maximize the value or risk transfer.



Impact Stories

Impact Stories

We continue to evolve our firm to address client needs with a focus on two key areas of business decision-making: Risk Capital — protecting an organization against risk and volatility — and Human Capital — growing the potential of the workforce. Below are just a few examples of how we are helping our clients address environmental and social challenges, and the difference we're making in communities around the world through our volunteer, mentorship and apprenticeship programs. Please follow the related links for additional details.

Click to read the full articles.

Environmental Responsibility, Resilience and Impact

Aon's Environmental Sustainability

- Restoring Mexico City's 'Floating Islands'
- Aon Japan's Go! Blue Works for Cleaner Oceans
- Park Rejuvenation Project in India

Supporting Energy Resilience and a Transition to a Low-Carbon Economy

- Aon's Response to LA Wildfires
- Parametric Solution to Strengthen US Hurricane Protection
- Analytics Solution to Improve Catastrophe Response
- Helping Real Estate Group Identify Climate Risk

Redefining Resilience

- Protecting the Global Coffee Supply Chain from Climate Risk
- Helping Jamaica to Recover from Hurricane Melissa
- Turning Risk Exposure into Resilience Advantage
- How Aon and the Start Network are Protecting Communities at the Frontlines of Climate Risk
- Accelerating IFRC Aid to Communities in Need
- Supporting Economic Recovery in Ukraine

Strengthening Colleague and Community Engagement

Our Commitment to Our Colleagues

- Enhancing GLP-1 Programs for Businesses
- Helping Employers Optimize Their Health Plan Spend
- Supporting Colleagues and Communities Amid LA Wildfires
- Preparing Ukraine's Future Leaders

Community Impact

- Helping Our Communities Recover from Disaster with the Red Cross
- Legal Advice for Hamburg's Poorest Communities
- Strengthening Communities Across India



Appendix

UNSDG Alignments

April 6, 2026



At Aon, prioritizing health and wellbeing extends beyond our employees alone with scalable solutions that protect communities, provide access to capital and enhance employee wellbeing. We help organizations and individuals make better decisions that protect and enrich their lives.



Aon's expertise in human capital solutions help employers to future-proof their workforce by identifying skills critical to business success and creating plans for reskilling and upskilling their people. We also partner with academic institutions to provide risk management insights and solutions.



As a leading global firm, we are focused around the world on attracting, developing and retaining the best talent from all backgrounds to support our clients and grow our firm. We recognize that engaged teams produce better insights and solutions, deliver differentiated and distinctive outcomes for clients and advance our long-term success.



By sourcing renewable energy and pursuing ongoing improvements in energy efficiency across our own operations, Aon leads by example while supporting clients in their own transitions to a low-carbon economy.



We are proud to foster a workplace environment where colleagues feel supported, safe and equipped to perform at their highest potentials.



Aon supports innovation and sustainable growth through our core belief that there is no risk that cannot be managed. We are committed to making sure that resilience is accessible. We help governments and organizations maintain core services and advance humanitarian missions, in the face of climate, geopolitical and economic volatility.



Aon is committed to creating wellbeing, belonging and connection, so colleagues feel valued and able to bring their whole selves to work. We also help organizations improve financial wellbeing and provide a more secure future for their people.



Aon helps strengthen cities and communities by improving access to insurance, capital and risk expertise. Using data and financial insight, we support more resilient responses to climate, economic and social challenges.



Aon's Risk Capital strategy supports clients facing growing climate-related risk and uncertainty. We help organizations understand and manage physical climate risk, reduce the cost and volatility of transition, and access capital to support lower-carbon business models.



We are committed to delivering the best of our firm to clients and creating a cooperative and trusting atmosphere for our colleagues. Guided by our Code of Business Conduct, we hold ourselves to high standards of integrity and accountability in all aspect of our business.



Achieving net-zero operations and enabling growth amid climate risk requires global collaboration. Aon demonstrates leadership by prioritizing partnerships that bring together cross-sector leaders to address shared climate challenges.

Supplemental Corporate Sustainability Information

April 6, 2026

Item	Category	Question/Metric	Response	Related SASB Metric Code, Professional & Commercial Services
1	Compliance	Ethics Training Program Scope	Aon-sponsored mandatory compliance training and certification modules are assigned to all applicable colleagues, including part-time and contract workers (Aon ensures that vendors supplying contract workers have similar standards, including aligned to our Code of Business Conduct).	SV-PS-510a.1
2	Compliance	Compliance Training and Certification Modules	Aon-sponsored mandatory compliance training and certification modules are assigned to 100% of all applicable Aon and NFP colleagues, including part-time and contract workers, which focus on key risks, including: • Anti-Bribery and Anti-Corruption • Anti-Money Laundering and Combating Terrorist Financing • Antitrust and Fair Competition Communicating with Government Entities and Officials • Conflicts of Interest • Cross-Border Business • Drug-Free Workplace • Entertainment and Gifts • General Data Protection Regulation • Harassment/Discrimination • Human Rights • Privacy and Data Protection • Responsible AI & AI Literacy • Security Awareness • Trade Restrictions	SV-PS-510a.1
3	Compliance	Code of Conduct Topical Policy Coverage	Aon has adopted the Aon Code of Business Conduct which sets forth the minimum standard of conduct required of all employees, officers and directors. The Code, as well as other corporate policies, forms the foundation of a comprehensive corporate compliance program. The Code and our policies cover many topics, including: • Antitrust and Competition Law • Conflicts of Interest • Insider Trading • Anti-Bribery • Privacy • Financial Reporting • OFAC Compliance • Protection of Confidential Information • Compliance With All Laws and Regulations Applicable to the Conduct of our Business	
4	Environment	GHG Emissions Reporting Scope and Methodology	Aon partners with Watershed, a third-party emissions calculation tool, to comprehensively measure its Scope 1, Scope 2 and Scope 3 greenhouse gas (GHG) emissions, following the GHG Protocol Corporate Accounting and Reporting Standard, as amended by the GHG Protocol Scope 2 Guidance. Aon has selected an organizational boundary based on the Company's operational control for global locations. Aon has also attained limited assurance of our global location-based and market-based Scope 1 and Scope 2 emissions by EY for the first time in 2025. Please see Aon's Limited Assurance Statement to learn more.	

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Supplemental Corporate Sustainability Information

April 6, 2026

Item	Category	Question/Metric	Response	Related SASB Metric Code, Professional & Commercial Services
5	Environment	Building, EMS & ISO Certifications	LEED Certifications: Leadership in Energy and Environmental Design (LEED) is a globally recognized green building certification program developed by the U.S. Green Building Council. More than half of Aon's total real estate square footage is classified as LEED Platinum or Gold in North America. In 2025, our offices in Dublin achieved and Toronto, Calgary and San Francisco maintained LEED Platinum designations. WELL Building Certification: Aon is a global bronze-level sponsor of the WELL building certification, supporting our colleagues' wellbeing across our offices, in collaboration with the International WELL Building Institute. Our new Dublin location has achieved WELL Platinum status and we are working to achieve similar top-tier certification in Mumbai in 2026. BREEAM Certifications: Building Research Establishment Environmental Assessment Method (BREEAM) is an international standard for sustainable building design, construction and operation. Aon has multiple locations with top-tier BREEAM certification, such as Warsaw, Edinburgh, and Budapest. ISO Certifications: The International Organization for Standardization (ISO) is an independent, non-governmental organization that develops and publishes global standards for products, services and systems to ensure quality, safety and efficiency. Aon has achieved ISO 14001: Environmental Management certification for its larger office buildings in India (Gurgaon, Noida, Bengaluru and Mumbai) and in Spain (Madrid, Seville, Bilbao and Barcelona). Aon UK is certified to ISO 45001, an international standard that specifies requirements for an occupational health and safety management system. IGBC: Aon's Gurugram office in India achieved Indian Green Building Council (IGBC) Platinum Certification, a testament to our commitment to building a greener future in one of our largest and growing portfolios.	
6	Environment	Renewable Energy	Aon continues to advance its global renewable energy strategy. Aon uses a variety of contractual instruments for renewable energy, including green tariffs through our utility suppliers or indirectly through the landlords of Aon's leased locations. In 2025, Aon increased the percentage of our total office energy consumption sourced from renewables to nearly 13%. Specifically, renewable sources accounted for approximately 19% of Aon's total global office electricity consumption in 2025.	
7	Environment	Examples of Emissions Reduction Activities	Aon continues to advance its global renewable energy strategy and has undertaken hundreds of facilities optimization projects over the past several years. Initiatives included upgrades to LED lighting, utility capacity optimization and upgrading of heating and cooling systems. The Good Catch program encourages practical, day-to-day actions to reduce energy use across Aon's workplaces, from turning off lights in unoccupied meeting rooms to optimising server room set points or adjusting blinds to mitigate solar gain and reduce air conditioning usage. To maintain ongoing engagement across Facilities Management and local teams, we motivate participants with annual cash prize incentives.	
8	Environment	Examples of Waste Reduction Activities	We prioritize the circular use of laptops, monitors, servers and certain networking equipment, as well as responsible end-of-life management. In 2025, this approach enabled the reuse of more than 6,500 devices and the recycling of over 3,100. Together, these outcomes illustrate how our infrastructure decisions directly support Aon's net-zero target. In the U.S., Aon has donated extensively to the Chicago Furniture Bank. Hundreds of items such as filing cabinets, office chairs and tables have been redeployed through various channels to support those in need. Items such as filing cabinets will have new life as dressers for storing clothing. Local food banks also use our furniture to provide extra storage capacity for food distribution. Additionally, Aon has donated used refrigerators to the Lake County Food Bank to be reused. Our management of recyclables extends beyond IT equipment and furniture to even the smallest office items which are often overlooked such as reducing disposable cups and utensils encouraging reusable options, providing accessible water stations and supplying utensils made of recycled materials.	

Supplemental Corporate Sustainability Information

April 6, 2026

Item	Category	Question/Metric	Response	Related SASB Metric Code, Professional & Commercial Services
9	Environment	Emissions Reduction Strategy	Aon's Environmental Policy reinforces our pledge to pursue sustainable business solutions. A range of controls ensures our operations are responsibly managed and we strive to reduce adverse impacts to the environment, biodiversity and ecosystems. Our approach to environmental sustainability focuses on: • Reducing our operational environmental footprint through decarbonization, energy efficiency and responsible resource use across our global offices. • Advancing progress toward net-zero Scope 1 and market-based Scope 2 greenhouse gas (GHG) emissions from our own operations by 2030, supported by transparent reporting, governance frameworks and continuous improvement. • Embedding sustainability into how we operate through responsible procurement practices and enterprise best practices. • Engaging colleagues and partners through education, collaboration and volunteer initiatives that support environmental protection, community wellbeing and climate resilience.	
10	Environment	Climate Risks & Opportunities	Aon's approach to climate risks and opportunities can be found in our Task Force on Climate-Related Financial Disclosures (TCFD).	
11	Environment	Intensity Metrics	Aon's global combined Scope 1 and market-based Scope 2 emissions for 2025 is 2.53 x 10^{-6} metric tons CO_2e per USD total revenue.	
12	Environment	Examples of Aon Products and Services with Environmental or Carbon Reduction Impact	In helping our clients transition to lower-carbon practices, Aon prioritizes cost reduction, risk management and strategies to unlock new investment opportunities. By proactively identifying and assessing potential risk exposures, Aon helps clients mitigate risks as they invest in well-established and emerging forms of clean energy and decarbonization technologies, including green hydrogen, long-term energy storage, electric vehicles and carbon capture and storage. Our work across multiple dimensions of risk — including reputation, litigation, and other transition risks — provides our clients with the guidance they need to reduce volatility, increase bankability and responsibly transition assets and portfolios from brown to green energy.	
13	Environment	Environmental Policy	Aon's Environmental Policy can be found at: Aon plc Environmental Policy.	
14	Environment	Climate Commitment	We have committed to achieving net-zero greenhouse gas emissions from our own operations (Scopes 1 and market-based Scope 2) by 2030 against a 2023 base year.	
15	General CS	Ratings Indices	Aon's CS program is reviewed by several ratings indices, such as MSCI, EcoVadis, ESG Book, ISS, CDP, FTSE Russell, S&P Global, Sustainalytics, CDP and others. Aon has an opportunity to review and submit updates to certain data providers on an annual or semi-annual basis. Certain data reflected by providers may be out of date or inaccurate, depending on the level of engagement the data provider has with Aon.	
16	General CS	Reporting Frameworks	Aon sustainability disclosures are prepared in alignment with leading frameworks, including SASB, GRI, U.S. EEO-1, TCFD, GHG Protocol, and the UN sustainable development goals.	
17	General CS	Risk Identification; Corporate Development	Aon has dedicated resources for pre- and post-close due diligence of target companies, which includes review by legal and compliance professionals and representatives from Aon's procurement and finance functions, who conduct due diligence and integration planning and report out to corporate development and business leaders to address and remediate as needed. Diligence and remediation regarding compliance with Aon's Code of Business Conduct, Human Rights Statement and other compliance policies is an important part of the due diligence and pre-close planning process.	
18	General CS	Senior Leader Annual Sustainability Letter	Letters from CEO Greg Case and Aon's head of strategic finance and corporate sustainability, Elsa Ballard, can be found here.	
19	HR/People	Financial Engagement/Aon Apprenticeship Program	The Aon Apprenticeship Program further builds on our commitment to expanding access and developing opportunities for a broad talent pool, paving the way for economic advancement. Our programs in the U.S. and UK support high-potential colleagues from a broad talent pool, all of whom help us shape better decisions for our clients. In the U.S., we have built a two-year full-time job and educational program that provides opportunities for those without a traditional four-year college degree. Aon provides apprentices with an entry point to a professional career at Aon — including a salary and benefits — as well as tuition and books as they pursue an associate degree at a partner community college.	

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Item	Category	Question/Metric	Response	Related SASB Metric Code, Professional & Commercial Services
20	HR/People	Early Talent & Education Partnerships	Aon continues to expand career pathways for the next generation of leaders through our investment in university partnerships. Aon has established innovative internships, scholarships and curriculum at six universities across the U.S., with a focus on first generation-serving institutions including Historically Black Colleges and Universities and Hispanic Serving Institutions. In 2025, the Career Acceleration Network (CAN) has deepened Aon's integration of education and industry by modernizing programs at two- and four-year institutions to meet evolving workforce demands. Leveraging the foundation of Aon's Apprenticeship Program and National Apprentice Network, CAN drives earlier skills development, stronger academic alignment and direct pathways from education to employment. **For NFP, an Aon company:** NFP stands as the only continuous corporate donor to the Texas Empowerment Academy, one of Central Texas' strongest examples of what happens when strategic corporate partnership meets community commitment. NFP's engagement extends beyond financial investment, including a volunteer-led backpack and school supply drive, online and in-person career readiness sessions, assistance with TxEA's website redesign and launch of an alumni internship program. NFP also partners with GenHERation taking part in a series of virtual and in-person mentorship events throughout 2025. These events reached over 29,000 high school and college students from 36 states and 10 countries.	
21	HR/People	Benefits Overview	**For Aon:** Through our commitment to our values and purpose, Aon provides colleague rewards that are transparent, fair and competitive to help them reach their long-term financial goals and support their and their family members' physical health and wellbeing. Aon offers a comprehensive onboarding experience with a support structure tailored to different profiles, including materials about Aon's business, culture, strategy and sharing information on things colleagues need to start performing their work. The program includes a first-year curriculum, a journey map, a common first-day experience, a buddy program to support the new colleague during their first six months, online and on-demand training and one-on-one and networking opportunities for new colleagues to build their social connections that are essential to engaging them to stay at Aon. For more information, please refer to Make Your Choices. **For NFP, an Aon Company:** The NFP PeopleFirst Benefits Program is designed to offer choice and flexibility while providing physical, emotional and financial wellbeing resources for our employees and their families. This holistic wellbeing approach means that in addition to the core health and welfare plans, NFP offers care navigation, child and elder care support and nutrition and weight loss programs. We offer many financial wellbeing voluntary plans, including Long-Term Care, Supplemental Disability and Excess Liability Insurance coverage. Our robust wellbeing program is centered on the Personify Health Platform, where employees can engage for a few minutes a day, learn healthy habits and earn points. Please visit this webpage to learn more about our Employee Benefits at NFP.	

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Item	Category	Question/Metric	Response	Related SASB Metric Code, Professional & Commercial Services
22	HR/People	Wellbeing	**For Aon:** • Adopted a Smart Working model, where colleagues and managers work together to discuss and determine the best workstyle to create a healthy, productive and sustainable way of working and enable colleagues to deliver their best work for clients from wherever they are best placed to do so. • Maintained and enhanced our Wellbeing intranet site with resources including webinars and Ted@Work for colleagues around the globe. • Offer In-plan Roth conversion feature in 401(k) savings plan for US colleagues to promote more financial wellbeing opportunities. • Wellbeing and personal resilience are important to us. We offer a global wellbeing platform to colleagues and their families to support their holistic wellbeing. This platform provides tools, resources and programming that support our colleague's physical, mental and emotional, social and financial wellbeing no matter where they are on their journey. • Aon's U.S. GLP-1 program is an evidence-based benefit that provides eligible colleagues and their adult dependents with access to GLP-1 medications, clinical oversight and lifestyle support as part of a comprehensive weight management strategy. **For NFP, an Aon Company:** NFP offers on-going wellbeing opportunities for all employees: • Two, firm-wide global holidays allowing colleagues time to focus on personal wellbeing. • Annual Virtual Health Fair for U.S., Puerto Rico and Canada employees, showcasing wellbeing partners and educating employees with live sessions like yoga and cooking demonstrations. • Semi-annual Wise & Well Mental Fitness Trainings and the Calm Health App through United Healthcare. • Semi-annual North America Step Challenges. • Semi-annual North America Peloton Corporate Challenges. • Free financial wellbeing assessment and one-on-one meeting with a financial advisor through WellCents. • Quarterly employee education through our Family Business Resource Group. • During Mental Health Awareness Month, colleagues were encouraged to take time for self-care and participate in hosted sessions on topics like mindfulness, caregiving strategies, early childhood wellbeing and healthy cooking.	
23	HR/People	OHSA Compliance and ISO 45003	Aon is considered a low-risk company by OHSA and therefore does not need to report out on OHSA metrics. Aon UK has received ISO 45001 and ISO45003 certification (excluding NFP), demonstrating our commitment to continually identify opportunities to improve our health, safety and wellbeing performance.	
24	HR/People	Focus on Continuous Improvement/ Pay-for-Performance	**For Aon:** Aon emphasizes a culture of pay-for-performance by ensuring regular performance dialogues that lead to continuous improvement. Approximately 48,000 colleagues are eligible for performance and career development reviews, of which 97 percent were completed in 2025. **For NFP, an Aon Company:** NFP focuses on performance and continuous improvement with 3 formal check points throughout the year (goal setting, goal progress and annual evaluation). In 2025, over 6,000 employees participated in the performance review process with 80% completion rate (as of March 2026).	SV-PS-330a.3
25	HR/People	Flexible Work Arrangement	Aon's and NFP's strategic approach to our colleagues' working locations is designed to maintain the highest levels of client service and collaboration while enabling more purposeful decisions regarding travel and real estate. Colleagues and managers work together to determine the best option for working, whether that be remote, in the office, at a client's office or in a combination of the three.	
26	HR/People	Engagement Scores and Ongoing Employee Feedback	Our BRGs continue to play an active role in supporting colleague wellbeing. In particular the Mental Health BRG has hosted sponsored local events, a fireside chat and played a pivotal role in highlighting Mental Health Awareness month across the firm. NFP also participated in the Mental Health Awareness month by completing Mental Fitness and Healthy Habit Challenges across the organization to supplement a toolkit of resources available for colleagues. The support provided continues to resonate with colleagues, with 81% of Aon and NFP colleagues agreeing that the firm cares about their wellbeing, an increase of 3 percentage points since 2024.	SV-PS-330a.3

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Item	Category	Question/Metric	Response	Related SASB Metric Code, Professional & Commercial Services
27	HR/People	Engagement Scores and Ongoing Employee Feedback	**For Aon:** Our Aon United strategy defines our culture, including how we attract, retain, develop, reward and support our people: • An agile and evolving approach to ensure frequent colleague feedback and sentiment is solicited through surveys to enable responsive action to drive engagement. • In 2025, our colleague engagement score is 86%, up from 84% in 2024, with nine-out-of-10 colleagues affirming that their manager cares about them. • Our Wellbeing engagement score is 83%, up from 81% in 2024. Also, our colleagues' perception of their managers' support for wellbeing has increased to 88%, from 86% in 2024. **For NFP, an Aon Company:** • 2025 Engagement survey resulted in an Engagement score of 87%, with 90% of respondents planning to stay with the company for at least the next 12 months. • NFP's Wellbeing Score noted that 83% felt supported by their manager in making decisions about their health and well-being. • The Overall Favorability score was 88%, with 89% stating they felt committed to the organization.	SV-PS-330a.3
28	HR/People	Long-Term Incentives	Aon's compensation strategy includes stock-based awards which continue to drive long-term performance and retention.	
29	HR/People	Development Programs	As part of Aon's commitment to social mobility and our purpose to help protect and enrich the lives of people around the world, in October 2025 we welcomed a cohort of refugees to our first Displaced Workforce Impact Program, delivered in partnership with the Refugee Employment Network (REN). The program harnessed the rich experience and skills of displaced professionals from countries such as Ukraine, Afghanistan, Nigeria and beyond, who represented a wide spectrum of sectors, including banking, HR, academia and law, with backgrounds boasting advanced qualifications. Throughout the program, our UK leaders and colleagues facilitated presentations and workshops giving insight into Aon's business and work on risk and people, as well as focusing on the fundamentals of successful job searching. The pilot program was hugely successful and will be rolled out further in 2026.	
30	HR/People	Development Programs	**For Aon:** Across Aon, we create a culture of opportunity for our colleagues that is driven by collaboration and innovation. To help colleagues reach their full professional potential, we provide targeted and meaningful learning and development opportunities. Aon colleagues completed more than 230,000 hours of learning — an increase of 87,000 hours over 2024. 16,000 hours in 2025 were dedicated leadership development, strengthening a global pipeline of leaders at all levels **For NFP, an Aon Company:** We provide leadership development programs including our Mentoring and Manager Base Camp Programs. In addition, in Q4 2024 we introduced a new program, Prepare to Lead. The program leverages LinkedIn Learning, with the option to participate in live labs, to support colleagues with leadership aspirations to develop their management and leadership skills. In 2025, we had 163 participants enrolled, with 145 (89%) completion rate. In February 2024, we entered into a partnership with LinkedIn Learning (LIL), offering our employees 24/7 access to the LinkedIn Learning platform (over 17,000 online courses). By end of 2025, we had 8,193 course completions across 3,416 learners.	

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Item	Category	Question/Metric	Response	Related SASB Metric Code, Professional & Commercial Services
31	HR/People	Mentorship Programs	**For Aon:** In 2025, we continued the Elevation Experience, a senior-leadership sponsored program for high-potential colleagues. Emerging leaders started a new cohort and today we now have over 351 colleagues that have graduated the program, while continuing to see strong results in retention and promotion opportunities. A similar program for high-potential colleagues, Advocacy Experience, was kicked off with 105 colleagues graduating. We are proud of the impact of our newly globalized process for in-role promotions. **For NFP, an Aon Company:** We are committed to creating development opportunities that foster learning, collaboration and advancement. NFP sponsors conferences, workshops and leadership development programs that enable employees to enhance their skills, expertise and professional networks. In 2025, we partnered with 28 organizations, resulting in professional development and mentorship opportunities for over 250 employees and speaking engagements for thought leadership. NFP's mentorship program is designed to support colleagues in their NFP leadership journey by matching a selected candidate with a mentor using various criteria, including data collected from the online behavioral leadership assessment (DiSC work of Leaders). The annual target capacity is 35 – 40 colleagues. We have integrated engagement and belonging training into our internship and high-potential mentoring programs. Additionally, the Employee Pillar is preparing to launch a new peer coaching program called Peer Connect, to be run through our Business Resources Groups. The program is open to employees at all levels. This program is designed to provide career guidance, skill development and personal growth while fostering meaningful connections across the organization.	
32	HR/People	Paid Family/Care Leave	Paid family or care leave beyond parental leave is included in Aon and NFP employee benefits (i.e. care for a child, spouse, partner, dependent, parent, sibling, or other designated relation with a physical or mental health condition).	
33	HR/People	Training Hours	**For Aon:** Aon colleagues completed more than 230,000 hours of learning — an increase of 87,000 hours over 2024 delivered across our learning pillars (Self, People, Client, Business Leadership and Leadership Development), including Early Careers programs. **For NFP, an Aon Company:** In 2025 live training: 290 sessions with 41,884 participants / on-demand training: 31,942 course completions across ~8,593 unique users (includes annual compliance trainings).	SV-PS-510a.1
34	HR/People	Training Hours	Reflecting the evolving operational environment, we delivered more than 31,700 hours of Business Leadership learning to accelerate digital fluency. Senior Leaders role-modelled the transition to leading with an Artificial Intelligence mindset by completing a program designed to build their capability to thoughtfully embrace and assess the impacts of AI on their areas of the business, and lead their teams in responsible tool adoption.	SV-PS-510a.1
35	Human Rights	Human Rights Campaign	Aon achieved the Equality 100 Award as a leader in LGBTQ+ workplaces for the 18th consecutive year from the Human Rights Campaign Foundation's Corporate Equality Index. At Aon, we believe cultivating a culture of belonging is key to our ability to attract and retain clients and colleagues. Learn more about our approach here.	
36	Human Rights	Modern Slavery	As part of our robust Code of Business Conduct, Modern Slavery Statement and Supplier Code of Business Conduct, Aon has a zero-tolerance policy for forced labor, child labor, modern slavery and any trafficking of human beings. We are diligent in our efforts to ensure we are working with a transparent and ethical supply base that adheres to our standards of conduct.	

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Item	Category	Question/Metric	Response	Related SASB Metric Code, Professional & Commercial Services
37	Human Rights	Assessment of Human Rights Issues in Supply Chain	Aon has a reputation for delivering business results with integrity, earned through our unwavering commitment to acting honestly and ethically. Aon is committed to treating all colleagues fairly and equally. We comply with all applicable laws regarding labor and employment practices, including employee rights, forced labor and child labor. What is expected: • Never use forced labor or child labor. Aon has zero tolerance for slavery or human trafficking. • Conduct reasonable due diligence to ensure we use ethical suppliers and vendors. Please see Aon's Code of Business Conduct to learn more.	
38	Human Rights	Human Rights Statement	Aon is committed to upholding international standards on human rights. We support the principles contained within the Universal Declaration of Human Rights and the International Labour Organization Core Conventions on labor standards. Aon acknowledges that companies — including providers of insurance and reinsurance brokerage and human resources solutions — can potentially have an impact on human rights. Aon does not tolerate the use of forced labor or child labor and has zero tolerance for slavery or trafficking in human beings. Our commitment to human rights and addressing human rights risks is uncompromising. We devote significant time and resources to helping colleagues and people around the world understand their rights, protect their fundamental liberties and reach their full potential through training and education, charitable and pro-bono services, business solutions and industry partnerships.	
39	Engagement and Wellbeing	Board Demographics	For more information regarding demographics of our Board, see our 2026 proxy statement.	SV-PS-330a.1
40	Engagement and Wellbeing	Anti-Discrimination	At Aon, we do not tolerate harassment of any kind, including sexual harassment or any other behavior that is hostile, disrespectful, abusive or humiliating. All colleagues are required to certify annually their agreement to uphold the Aon Code of Business Conduct, which includes requirements regarding harassment and discrimination. Aon's Code of Business Conduct can be found here.	
41	Engagement and Wellbeing	Aon's EEO-1	At Aon, we believe that colleagues that feel valued produce better insight, better solutions and ultimately the best outcomes for clients and Aon's long-term success. Aon and NFP annually submit to the United States Equal Employment Opportunity Commission (EEOC) an Employer Information Report (EEO-1) to provide data regarding the gender and racial/ethnic diversity of our colleagues in the U.S.	
42	Engagement and Wellbeing	Workforce Statistics	Please see Aon and NFP's EEO-1 Reports to learn more.	SV-PS-330a.1
43	Engagement and Wellbeing	Engagement and Wellbeing Goals	To build engagement and support our culture, we have over 100 Business Resource Groups (BRGs) around the world. These voluntary, colleague-led networks are organized around a particular dimension of a shared background. BRGs offer connection, support and the opportunity to meet colleagues from across levels, business areas and locations, strengthened by active executive support. BRGs help give a voice to colleagues, managers and leaders to listen to different perspectives, build their cultural competence and understand what support is required to help every colleague succeed. The BRGs help us build a more engaged workforce and deliver a colleague experience where every colleague can achieve their full professional potential. In 2025, our 100-plus BRGs saw over 8,700 colleagues as members and held over 350 events, with around 21,500 attendees.	

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Item	Category	Question/Metric	Response	Related SASB Metric Code, Professional & Commercial Services
44	Wellbeing	Wellbeing Goals	**For Aon:** We achieve colleague wellbeing by aligning actions to the following pillars: Recruitment, Education and Promotion opportunities. We strongly believe that only when colleagues can be their authentic selves will they reach their full potential. **For NFP, an Aon company:** Engagement and Belonging is advanced as a business-critical strategy—driving performance, strengthening culture and creating measurable impact across the enterprise. We build and operationalize enterprise-wide systems and a culture of belonging that are embedded into how we work—across our people, partnerships and client experience. This work is activated through alignment across our Advisory Board, regional and platform councils and Business Resource Groups (BRGs). Together, these groups drive coordinated efforts across our four strategic pillars: Employee, Client, Supplier and Community. As a result, we strengthen employee engagement and connection, expand community and supplier partnerships and enhance our ability to deliver client-centered solutions. By embedding Engagement and Belonging into our business operations, we ensure that diverse perspectives are actively leveraged to inform decisions, spark innovation and drive growth.	
45	IT/Data Privacy and Cyber Security	Substantiated Complaints Received Concerning Breaches of Customer Privacy	Aon plc's Board of Directors regularly receives reports on data privacy and cybersecurity matters.	
46	IT/Data Privacy and Cyber Security	Global Privacy Statement	Aon's Global Privacy Statement can be found at: Global Privacy Statement.	SV-PS-230a.1
47	IT/Data Privacy and Cyber Security	Overview of Data Privacy Program and Oversight	Aon strives to protect the personal and confidential data of our clients and our colleagues through technical, administrative and physical safeguards. As a rule, personal data is stored within our secure environment. Our policy directs colleagues to store personal data within the Aon secure environment and access to restricted and protected information is managed on a business need to know basis. Here is a link to our Global Privacy Statement which provides more details as to how we collect and handle personal information. Aon includes privacy statements on its website, to address how information will be collected and used. The Global Privacy Policy is the core internal policy document that describes Aon's approach to collecting, storing, transferring and using such information. These policies are made available to Aon colleagues via our company's intranet and are referenced via Aon Secure, our corporate, multi-channel colleague security engagement program which includes email communications and signage. Aon has implemented reasonable physical, technical and administrative security standards to protect personal information from loss, misuse, alteration or destruction. Our Global Privacy Policy elaborates on Aon's approach to collecting, storing, transferring and using sensitive information. We conduct annual internal audit reviews; our dedicated Global Privacy Team provides enterprise-wide privacy and data protection, as well as legal and compliance advice in partnership with Aon's Global Security Services organization. All our colleagues are required to take trainings on protecting information.	SV-PS-230a.2
48	IT/Data Privacy and Cyber Security	Privacy and Security Risk Assessments and Audits	In addition to ongoing reviews of Privacy Records of Processing Activities (RPA) and control reviews, Privacy Impact Assessments (PIA) are triggered as part of new projects or business initiatives. Compliance Assurance activities are also conducted to assess privacy control compliance and maturity. In addition to ongoing security scanning and reviews of Regulatory IT controls (like Sarbanes-Oxley or PCI), security reviews are also triggered as part of new projects, business initiatives or third-party/supplier engagements. Internal Audit follows a risk-based approach to evaluating controls over key enterprise risks, including data privacy and security, as well as compliance with select regulations and corporate policies. Internal Audit may also perform advisory services that provide insights and advice in areas such as emerging risks and business change activities. We also leverage external auditors for required regulatory assessments like Sarbanes-Oxley, Financial Statutory Audits, SOC1/SOC2 client-driven third-party assurance assessments and PCI DSS. Regulatory bodies also perform audits on Aon on an annual basis (e.g. regulations like FINRA, FCA, SEC, NYDFS, etc.).	SV-PS-230a.1

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Item	Category	Question/Metric	Response	Related SASB Metric Code, Professional & Commercial Services
49	IT/Data Privacy and Cyber Security	Third-Party Security Standards	Aon's Third-Party Security strategy is all about ensuring that our third-party providers have proven security protocols and technology in place that meet our highest standards.	SV-PS-230a.1
50	IT/Data Privacy and Cyber Security	Data Privacy Office and Data Privacy Officer	We have established a Global Privacy & Data Trust Office (GPDTO), which is led by the Chief Privacy & Data Trust Officer. The company's management regularly presents (no less than twice annually) to the Audit Committee of the Board regarding cyber security, data security and data privacy matters. The GPDTO comprises a number of full-time privacy professionals located around the globe and is responsible for implementing Aon's data privacy program, designing and developing data privacy compliance solutions and supporting our global data privacy champion network.	SV-PS-230a.1
51	IT/Data Privacy and Cyber Security	Chief Information Security Officer (CISO)	We have a well-established Global Cybersecurity Services (GCS) organization, which is led by the Chief Information Security Officer. The company's management regularly presents to the Audit Committee of the Board of the Audit Committee regarding cyber security, data security and any information risk governance matters. GCS comprises a number of full-time security professionals located around the globe and is responsible for protecting Aon's systems, data and products.	SV-PS-230a.1
52	IT/Data Privacy and Cyber Security	Supply Chain Adherence to Aon's Privacy Policy	Aon has established a Third-Party Risk Governance program that creates guidelines for selecting and managing those suppliers, including assessing their operational capabilities and adherence to our privacy and data security requirements. We require our third-party suppliers to have technical, organizational and physical safeguards designed to protect the personal information that they process. Through appropriate contracts and periodic reviews, we ensure that our third-party suppliers understand and comply with Aon security and privacy requirements. Our Legal and Privacy specialists work with business units to incorporate appropriate controls into supplier contracts. The risks presented by suppliers are also monitored through our ERM reporting.	SV-PS-230a.1
53	IT/Data Privacy and Cyber Security	Privacy Policy Adherence	Aon's Code of Business Conduct requires all employees to meet the responsibilities of the code, including complying with privacy, artificial intelligence and data protection policies. The Code of Business Conduct applies to all Aon officers, directors and employees around the world. Failure to live up to the responsibilities of the Code of Business Conduct results in disciplinary action up to and including termination of employment. Such action is considered on a case-by-case basis and is subject to local law.	SV-PS-230a.1
54	Philanthropy/Community	Total Global Philanthropic Support	In 2025, Aon and NFP's combined charitable contributions totaled more than $17 million across more than 2,500 individual charities.	
55	Philanthropy/Community	Pro Bono Legal Hours	In 2025, colleagues in Aon's Law and Compliance department committed more than 700 hours to pro bono and corporate social responsibility initiatives.	
56	Procurement	Product Life Cycle and End of Use	As Aon expands the use of green materials in our offices, we are working with partners to improve purchased product life cycles and responsible end-of-use equipment practices. We have moved from ownership to leasing hardware through our third-party partners, which enables end-of-life recycling for printers, print cartridges and laptops. Our office products are increasingly refurbished to reduce waste. We also donate to local communities to extend the life cycle of materials and products.	
57	Procurement	Supply Chain Code Compliance	Aon's suppliers are obligated to follow Aon's Supplier Code of Business Conduct. Third parties acting on Aon's behalf to obtain or retain business for Aon must contractually agree to comply with the content of Aon's Code, Aon's Anti-Corruption Policy, applicable anti- corruption laws and any other applicable statutory or regulatory requirements. Aon is also clear and transparent in upholding the same Business Code of Conduct standards with our suppliers and other relevant third parties.	
58	Procurement	Responsible Procurement	Our integrated procurement strategy evaluates channelling appropriate spend to local, small and midsize suppliers, strengthening economic opportunity in the communities where we operate.	
59	Responsible Investing	PRI Signatory	Aon (Aon Investments UK) is a global signatory to the Principles for Responsible Investment (PRI).	
60	Responsible Investing	Responsible Investment Policy	Aon's Responsible Investment Policy can be found here.	

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Item	Category	Question/Metric	Response	Related SASB Metric Code, Professional & Commercial Services
61	Responsible Investing	Impact Fund Assets	In January 2022, Aon Investments UK launched Aon's Sustainable Multi-Asset Credit Fund, providing clients with exposure to a diversified fixed income portfolio that works to align with the United Nations Sustainable Development Goals and provide financing to companies working to mitigate the effects of our changing climate. Aon's Sustainable Multi-Asset Credit Fund currently has nearly £243 million ($325 million) under management and combines our long and successful track record in fixed income investing with our extensive expertise in responsible investing. This is the second fund on our platform, after Aon's Global Impact Equity Fund over £387 million ($517 million) under management, that goes beyond integrating environmental, social and governance principles into the investment process.	
62	Risks and Governance	Oversight of Code of Conduct	The Audit Committee of Aon's Board of Directors has general oversight responsibility for the Company's compliance with legal, regulatory and ethics policies and programs established by management and the Board and annually reviews the adequacy of those policies and programs, including Aon's Code of Business Conduct.	
63	Risks and Governance	Management-Led Corporate Sustainability Steering Committee	At the management level, Aon's Corporate Sustainability Steering Committee (CS SteerCo) is responsible for the development and execution of Aon's corporate sustainability (CS) strategy, policies and programs. The Head of Strategic Finance and Corporate Sustainability serves as the chair of the committee, which is composed of senior leaders from across Aon. The CS SteerCo reports to the Board in support of the Board's oversight function of Aon's risks and opportunities, strategy, program and goals. The CS SteerCo meets periodically, and at least annually, and reports its activities to the Board and Management. The CS SteerCo may delegate certain duties and responsibilities to its two subcommittees: the Net-Zero Committee and Corporate Sustainability Working Group. The Net-Zero Committee is responsible for recommending targets and strategies to support Aon's net-zero commitment as well as providing guidance on operational environmental issues and reporting. The Corporate Sustainability Working Group is responsible for executing strategy, drafting disclosure and commitments and managing ratings and stakeholder engagement with respect to Aon's sustainability matters.	
64	Risks and Governance	Board Management of CS and Climate Risks	The Board regularly reviews the Company's top corporate sustainability risks and opportunities, including climate-related risks and supply chain management. Management updates the Board on the Company's CS Risk Assessment, which is a component of the Company's enterprise risk management (ERM) program. The Board and its committees additionally review our risk management policies, processes and controls. In addition, the Board reviews information relating to Aon's climate and environment opportunities, including Aon's climate commitments. The Board believes that establishing the right tone at the top and maintaining full and open communication between management and the Board are essential for effective risk management and oversight. As such, the Board and its committees regularly review and discuss significant risks with management, including climate risks and progress on Aon's climate commitments. For additional information, see Aon's 2026 Proxy Statement.	
65	Risks and Governance	Risk Assessment Process	Risk is inherent and evolving in every business, and how well a business manages risk can ultimately determine its success. Our enterprise risk management program covers the range of material risks to Aon, including strategic, operational, financial, compliance, human capital, technology, security, data and CS risks, including climate and human capital management risks that may impact long-term business performance. The Board oversees Aon's enterprise risk management program and allocates certain oversight responsibilities to its committees, as appropriate. Each committee regularly reports to the Board on risk matters under its purview. The Board and its committees periodically review our risk management policies, processes and controls. The Board has delegated to the Audit Committee the primary responsibility for the oversight of the Company's ERM program.	SV-PS-230a.1
66	Risks and Governance	Risk Management Responsibility	Management carries out the daily processes, controls and practices of our risk management program, many of which are embedded in our operations. Our Board oversees Aon's strategy and risk management and has reviewed our top CS risks, including climate-related risks.	
67	Risks and Governance	Incentives for Risk Management	In determining annual incentives for our NEOs, the Compensation Committee (or, with respect to our CEO, the independent members of the Board) evaluates contributions to our business and financial results, delivery of key strategic initiatives (which may include risk management) and leadership qualities.	
68	Risks and Governance	CS Risk Assessment	Aon's CS Risk Assessment process includes a review and analysis of risks related to our changing climate and environmental matters. The CS Risk Assessment is reviewed annually, including climate and environment risks, which are identified through an assessment of Aon's ERM framework, peer disclosures and CS indices.	

GRI Content Index

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Statement of Use	Aon plc. has reported the information cited in this GRI content index for the period January 01, 2025 to December 31, 2025 with reference to the GRI Standards.
GRI 1: Foundation 2021	
GRI 2: General disclosures 2021	
Disclosure Title	**Location**
2-1 Organizational details	Aon plc is a public corporation; About us; Headquarters: 15 George's Quay, Dublin 2, Ireland D02 VR98; Countries of operation may be found here
2-2 Entities included in the organization's sustainability reporting	2026 Form 10-K, Exhibit 21 pages, 176–206, Notes to Consolidated Financial Statements, Page 61
2-3 Reporting period, frequency and contact point	Sustainability and financial reporting period spans January 1, 2025-December 31, 2025. Aon plc's reporting follows an annual cycle; Report publication date: April 2026; For questions on our impact report, contact: mediainquiries@aon.com
2-4 Restatements of information	2025 Aon Impact Report, Greenhouse gas footprint, structural changes, new business activities and emissions factors, page 13
2-5 External assurance	Aon received limited assurance of our 2025 Scope 1 and Scope 2 greenhouse gas emissions, Limited Assurance Statement
2-6 Activities, value chain and other business relationships	2026 Form 10-K, Business, page 5-9, Consolidated Statements of Income pages 56, 68-69, Segment Information pages 103 - 106
2-7 Employees	2026 Form 10-K, Our Colleagues page 8
2-8 Workers who are not employees	Not applicable as Aon does not rely significantly on workers who are not employees to perform a material part of its services.
2-9 Governance structure and composition	Governance and Risk Management, Board of Directors; 2026 Form 10-K, Information about our Executive Officers page 28, Directors, Executive Officers and Corporate Governance page 110; Aon plc 2026 Proxy Statement filed April 28, 2025 ("2026 Proxy Statement"), pages 4, 9-15, 16-22; Appendix (Category; Risks and Governance); TCFD Disclosure, Governance; Appendix (Category; Wellbeing)
2-10 Nomination and selection of the highest governance body	2026 Proxy Statement, pages 8-15, 23; Governance and Nominating Committee Charter page 2
2-11 Chair of the highest governance body	Governance and Risk Management, Board of Directors; 2026 Proxy Statement, pages 5-9, 17
2-12 Role of the highest governance body in overseeing the management of impacts	Governance and Risk Management, Corporate Sustainability Steering Committee and Enterprise Risk Management Strategy; 2026 Proxy Statement, pages 2-3, 17-25; TCFD Disclosure, Governance and Strategy
2-13 Delegation of responsibility for managing impacts	Governance and Risk Management, Corporate Sustainability Steering Committee and Enterprise Risk Management Strategy; 2026 Proxy Statement, pages 2-3, 17-23; TCFD Disclosure, Governance
2-14 Role of the highest governance body in sustainability reporting	TCFD Disclosure, Governance
2-15 Conflicts of interest	Code of Business Conduct, Managing Business Conflicts of Interest, Page 20, 22
2-16 Communication of critical concerns	Governance and Risk Management, Board of Directors, Corporate Sustainability Steering Committee, Enterprise Risk Management Strategy
2-17 Collective knowledge of the highest governance body	Governance and Risk Management, Board of Directors; 2026 Proxy Statement, pages 8-15, 22-23
2-18 Evaluation of the performance of the highest governance body	Governance and Risk Management, Corporate Sustainability Steering Committee; 2026 Proxy Statement, page 22; TCFD Disclosure, Risk Management
2-19 Remuneration policies	2026 Proxy Statement, pages 30-60, 68-72
2-20 Process to determine remuneration	2026 Proxy Statement, pages 21, 23-25, 31-37
2-21 Annual total compensation ratio	2026 Proxy Statement, page 70
2-22 Statement on sustainable development strategy	Governance and Risk Management, Board of Directors; 2026 Proxy Statement, page 18; TCFD Disclosure, Risk Management
2-23 Policy commitments	Code of Business Conduct page 29; Supplier Code of Business Conduct; Modern Slavery Statement; Human Rights Statement
2-24 Embedding policy commitments	Code of Business Conduct page 7; Appendix (Category; Compliance); 2026 Form 10-K, Page 132
2-25 Processes to remediate negative impacts	Code of Business Conduct pages 7, 10; Aon Ethics Helpline
2-26 Mechanisms for seeking advice and raising concerns	Governance and Risk Management, Ethics and Compliance; Code of Business Conduct, page 10
2-27 Compliance with laws and regulations	2026 Form 10-K, Note 16, Pages 101-103; 2026 Form 10-Q, Note 15, Pages 30-32
2-28 Membership associations	Impact Report 2025, Supplemental Corporate Sustainability Information, Rows 4, 5, 8, 16, 17
2-29 Approach to stakeholder engagement	2026 Proxy Statement, pages 23-24
2-30 Collective bargaining agreements	Not disclosed

Contact Us

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About Aon

Aon plc (NYSE: AON) exists to shape decisions for the better — to protect and enrich the lives of people around the world. Through actionable analytic insight, globally integrated Risk Capital and Human Capital expertise, and locally relevant solutions, our colleagues provide clients in over 120 countries with the clarity and confidence to make better risk and people decisions that protect and grow their businesses.

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The information in this report is presented in compliance with California's Climate-Related Financial Risk Act under California Health and Safety Code §38533 (SB-261). Other information in this report not required by SB-261 is provided for informational purposes only. Statistics and metrics included in this report are in part dependent on the use of estimates and assumptions based on historical levels and projections and are therefore subject to change. This report has not been externally assured or verified by an independent third party.

The information contained herein and the statements expressed are of a general nature and are not intended to address the circumstances of any particular individual or entity, other than as expressly specified herein. Although we endeavor to provide accurate and timely information and use sources we consider reliable, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.